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85-1829/15

**ROUTING AND RECORD SHEET****SUBJECT:** (Optional)

OL Five-Year Plan, FY 86-90

**FROM:**Henry P. Mahoney  
Director of Logistics**EXTENSION****NO.**

OL 4227-85

**DATE****TO:** (Officer designation, room number, and building)**DATE****RECEIVED****FORWARDED****OFFICER'S  
INITIALS****COMMENTS** (Number each comment to show from whom to whom. Draw a line across column after each comment.)

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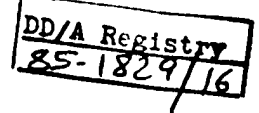
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FORM 1-79 **610** USE PREVIOUS EDITIONS~~SECRET~~

**S E C R E T**25 NOV  
1988

**MEMORANDUM FOR:** Director of Logistics

**FROM:** Harry E. Fitzwater  
Deputy Director for Administration

**SUBJECT:** Office of Logistics Long Range Plan

**REFERENCE:** Office of Logistics Five-year Plan FY 1986-1990

I have reviewed and approved the referenced long range plan. It is evidence of solid and creative planning in the Office of Logistics. The format and approach of the "matrix of objectives" that was included in last year's OL Long Range Plan, was used as a model for the entire DA planning exercise this year. I look forward to meeting with you and your people quarterly to review the progress of your important programs and to discuss any problem areas.

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Harry E. Fitzwater

**ORIG:** DDA/Plans 

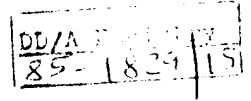
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**S E C R E T**

S E C R E T



06 NOV 1985

MEMORANDUM FOR: Deputy Director for Administration

FROM: Henry P. Mahoney  
Director of Logistics

SUBJECT: OL Five-Year Plan

REFERENCE: Multi Adse memo from DDA, dtd 19 Jul 85, subj:  
DA Planning -- FY 86-91

1. As requested by referent, OL's Five-Year Plan for FY 86-90 is attached.

2. The focal point for OL's planning activity is the Information and Management Support Staff (IMSS), OL, extensions



Henry P. Mahoney

Attachment

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OL 4227-85



S E C R E T

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S E C R E T

SUBJECT: OL Five-Year Plan

Distribution:

~~Orig~~ - Adse (Please return to OL/IMSS Official)  
2 - DDA (1 w/atts)  
1 - OL/IMSS Chrono, w/o att  
1 - OL Files, w/att  
1 - D/L Chrono, w/o att

OL/IMSS  (4 Nov 85)

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S E C R E T

**S E C R E T**

**OFFICE OF LOGISTICS FIVE-YEAR PLAN**

**FY 1986-1990**

**S E C R E T**

S E C R E T

OFFICE OF LOGISTICS FIVE-YEAR PLAN  
FY 1986-1990

P A R T I

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S E C R E T

S E C R E T

## OFFICE OF LOGISTICS FIVE-YEAR PLAN

FY 1986-1990

I. Introduction.

OL is a service organization. Services provided cover a broad range of disciplines and involve a diverse support mission not found in most offices where activities are more monolithic.

Due to OL's diverse nature, office-level goals and objectives must be stated in global terms, with division goals and objectives becoming more specific and focused. However, the common goal that integrates all OL services -- and hence our objectives -- is responsiveness.

The challenge OL will face during the next five years will be to meet ever-increasing demands with the same or limited increases in resources. The effects of these limited resources must be offset by increased productivity, which can be achieved only through the aggressive and efficient use of dynamic and creative management skills, innovative procedures, automated systems, and cross-training and ongoing motivation of our personnel.

The purpose of this plan is to assign OL's organizational priorities, ensure that emphasis is placed on those activities where it is most needed, and direct our resources for the years 1986-90 in such a manner as to increase OL's productivity while strengthening our service orientation and our responsiveness to the many users of OL support.

II. Assumptions.A. Requirements.

1. During the next five years, Agency resources will stabilize. This stability in the resource base will translate into fewer new initiatives as a greater percentage of total resources are devoted to support requirements. Yet, rapid response will be even more critical than in the past because of terrorist activities, covert operations, paramilitary programs, targets of opportunity, and unanticipated and dynamically changing demands for support services.

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OL FIVE-YEAR PLAN, FY 1986-1990 (cont'd)

2. Growing support requirements, together with continued emphasis on decentralized logistics functions, will necessitate that a pool of talent be available from which OL can provide the mix of personnel to meet customer requirements. Providing this pool will require recruiting and training efforts of an even greater magnitude than in the past.

3. Automated systems must be fully and efficiently utilized to track customer requests, inventory stocks, and materiel movements; provide the status of various work projects; control space configurations; and perform a multitude of other functions. To obtain the optimum use of these systems, OL must develop greater expertise in ADP. This can be accomplished by retraining selected personnel in OL disciplines, recruiting people with the requisite skills, or obtaining personnel on rotational assignments from the Office of Information Technology.

B. Financial resources. Current prospects for the logistics budget indicate that its growth will be approximately consistent with inflation but will not be proportionate to the growth in demand for goods and services. OL can anticipate little if any resource augmentation from new initiatives for FY 86 other than the Standard Support Requirements (SSRs).

C. Personnel resources.

1. Attrition through retirements will increase during the next few years, and it will continue to be difficult and challenging to acquire and retain professional and technical personnel.

2. The personnel ceiling will remain relatively stable. The types of OL positions, distribution of skills within OL, and training criteria for OL personnel will need to be realigned.

3. As the numbers of support personnel in the field either stabilize or decrease over the next five years, logistics personnel will be proportionally adjusted. A hostile overseas environment will continue to make the assignment of personnel overseas more difficult, and greater use of extended TDY assignments will be necessary if current responsiveness and levels of support are to be maintained.



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OL FIVE-YEAR PLAN, FY 1986-1990 (cont'd)

H. Information handling/production.

1. Agency and Intelligence Community requirements for printing, photographic, and presentation graphics production

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OL FIVE-YEAR PLAN, FY 1986-1990 (cont'd)

support will continue to increase. New initiatives will be undertaken to improve both the quality and timeliness of information output production.

2. Pressures will continue to reduce the voluminous amounts of paperwork and files and to develop efficient information-handling alternatives. The quality and efficiency of storage and retrieval systems for information handling will have to be improved.

3. Cost efficiencies for the production of information must be realized through automation and joint OIT/OL initiatives in consolidated output media facilities.

III. Goals.

A. Personnel.

1. Provide an effective personnel management system which promotes career development for the employee and is responsive to the changing needs of the Agency.

2. Recruit, train and maintain a highly skilled and motivated work force, equipped with the tools necessary to fulfill mission requirements.

3. Emphasize teamwork, integrity, responsible and reasoned risktaking, and security consciousness to promote and maintain a sense of pride in self and mission.

4. Maintain a work environment that provides all employees the opportunity to develop as individuals, to attain full potential, and to be recognized and rewarded for their performance.

5. Strive to select our managers from those who exemplify standards of excellence and are role models for their subordinates based on their qualifications and personal standards.

B. Service. Provide high-quality service in a timely, efficient, professional, and courteous manner; encourage innovation and responsiveness; and remain responsive to mission requirements through the aggressive pursuit of requirements, improved interdirectorate and intradirectoriate coordination, and the adoption of new managerial approaches to enhance our decision-making process.

OL FIVE-YEAR PLAN, FY 1986-1990 (cont'd)

C. Use of resources. To ensure that intelligence products are provided and support rendered in a timely and efficient manner, maximize the efficient and effective use of current resources and upgrade and expand capital resources to promote efficient operations.

D. Cost efficiencies and productivity. Exploit the potential for increased cost efficiencies, productivity, and responsiveness by maximizing the use of automated systems, delegating authority and responsibility to the most appropriate levels, and, when applicable, adopting cost-saving, efficiency-type programs undertaken by other government entities and private industry.

E. Working environment. Strive to improve the working environment of Agency personnel while recognizing our responsibility to use space and facilities effectively and efficiently. Give special attention to providing a clean, safe and comfortable workplace and minimizing the disruption to personnel and operations during the construction and occupancy of the new Headquarters Building.

F. Planning. Continue disaster and emergency planning and develop mechanisms and procedures for maintaining essential logistics support under adverse conditions.

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IV. Objectives.

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